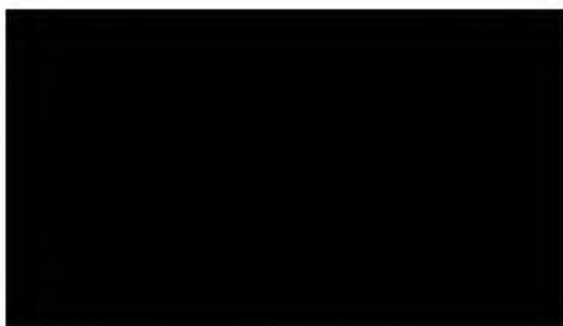


Minutes of the OC Executive Board (U)

7 June 1977

The following members were in attendance:



AGENDA ITEM #1 - Mission and Functions of the  
OC Planning Staff (U)

1. (U) [REDACTED] stated that this item had been placed on the agenda to obtain comment and recommendation and to provide the opportunity for discussion on how the Planning Staff would function.

2. (C) [REDACTED] suggested that the time context of three to five years was rather restricted and that it should probably be broadened to three years and beyond. [REDACTED] stated his belief that it was possibly premature to formally establish the Planning Staff due to the pending OC reorganization. [REDACTED] pointed out that time constraints during the program cycle would make it impractical, if not impossible, for the Planning Staff to evaluate submissions during program formulation if we are to stay within time constraints. [REDACTED] suggested that the Planning Staff should be looking at contingencies of 10%-20% personnel cuts over the long range to determine what could be done by technology over the near term to minimize the effect of such cuts. [REDACTED] cautioned that former long range plans had been made in something of a vacuum and emphasized that planning should be based on constantly analyzing performance to adjust long range plans. [REDACTED] expressed his opinion that the Planning Staff should concentrate on an inventory

of restraints under which the network must operate, e.g., interfaces, law, regulations, etc., and that the inventory should be in the planning book. Among other things, this would help to point up areas where policy needs to be changed.

25X1A 3. (U) Considerable discussion on the above and other matters followed. It was agreed that the purpose of the discussion was to establish mission and function parameters rather than formal establishment by publication. It was also agreed that the Planning Staff should not have any line functions but should serve as an advisory staff to the D/CO under his guidance and goals. [REDACTED] illustrated the separation of functions by the question of relocating the [REDACTED] which should be handled by Ops, versus planning for network configuration in the event future funding [REDACTED] is denied, which would be a problem for the Planning Staff. The Planning Staff must be given information on all such possible constraints. Planning Staff review of program submissions is to be post-facto with a view to feedback after submission. The Planning Booklet is not to be distributed outside the Directorate of Administration. The opinion was unanimous that the planning book and the feedback would be very valuable in identification and articulation of goals and analysis of performance against goals. Finally, the question of rotation of personnel assigned to the Planning Staff was discussed but it was the consensus that it was too early to determine what the tour of duty should be.

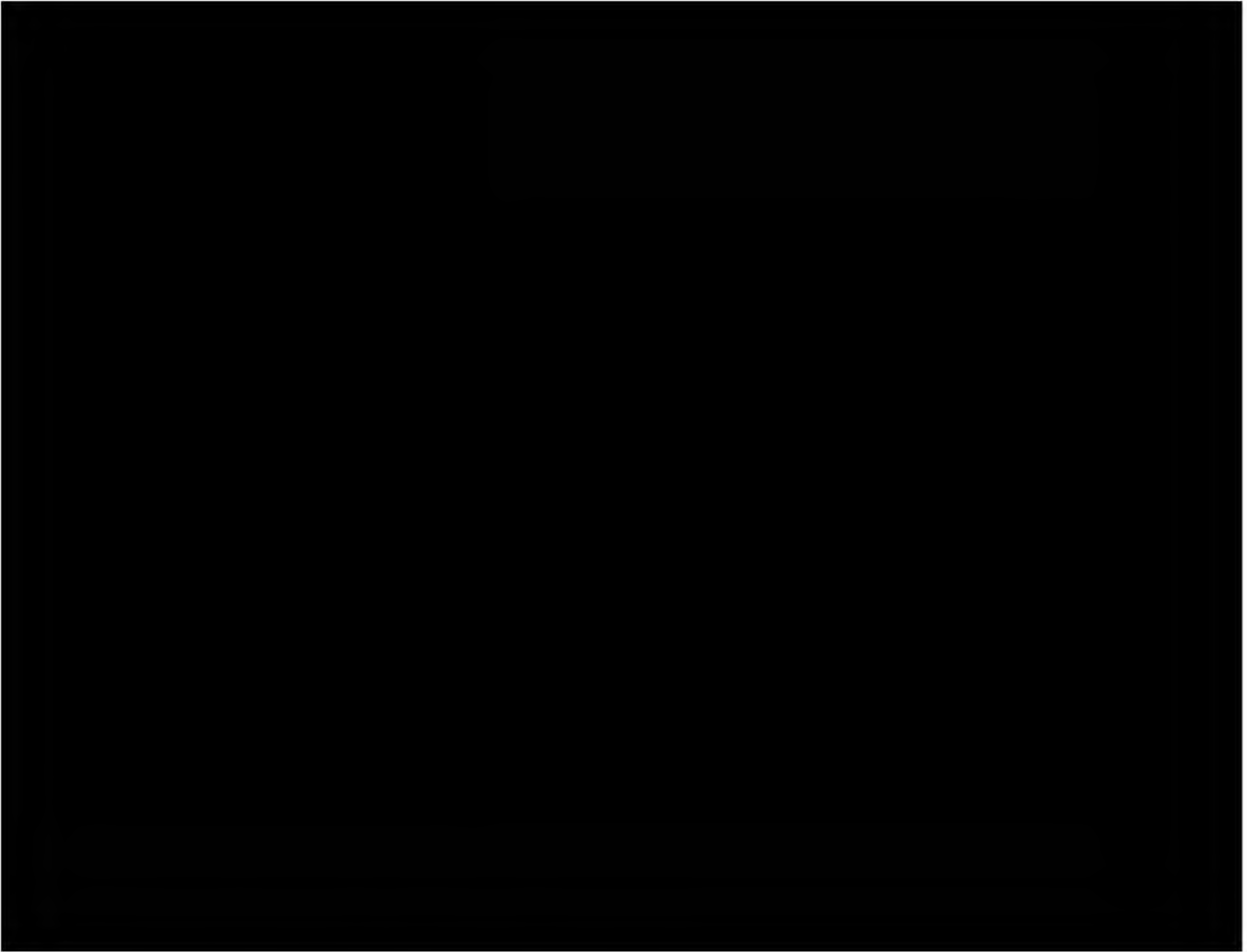
25X1A

AGENDA ITEM #2 - AXANET 1983 Study (U)

25X1C (U) This item was deferred for discussion at the July Equipment Board meeting.

[REDACTED]

25X1C



AGENDA ITEM #4 - LOI's (U/AIUO)

1. (U/AIUO) [REDACTED] opened discussion on this item by mentioning that the subject of LOI's had been explored at a meeting of DDA office chiefs with Mr. Blake at the [REDACTED] about a year ago. At this time, Mr. Blake had been advised by the office chiefs of their feeling that universal use of LOI's was less than desirable; instead, LOI's should be limited to those who have authority to take management initiatives. Nevertheless, Headquarters Notice [REDACTED] was issued on 16 February 1977 and it calls for universal LOI's. These are instructions from our boss.

2. (U/AIUO) A brief discussion followed. It was mentioned that there seemed to be near unanimous feeling that universal use of LOI's is unnecessary. This feeling has been expressed at various management conferences, including the meeting of DDA Division Chiefs. There was speculation that the February notice may have been issued as a result of bureaucratic inertia.

25X1A 3. (U/AIUO) [REDACTED] concluded the discussion with a reminder that the DDA has documented the fact that we will continue to use LOI's and that everyone in OC should have a current LOI. We will comply with the rules.

AGENDA ITEM #5 - Assessment Center (U)

25X1A 1. (C) [REDACTED] opened discussion by mentioning that results of the assessment centers had been distributed to members of the Board. He then deferred to [REDACTED]

25X1A

25X1A 2. (C) [REDACTED] said he had distilled the comments into six questions for which he had four answers, briefly as follows:

Q. Why use the assessment center method?

A. It enhances predictive activity.

Q. Who should be assessed?

A. Top performers.

Q. At what level is use of assessment centers most useful?

A. At the bottom--the GS-12 level. Expense of assessment centers is prohibitive below this level.

Q. How much do assessment centers cost?

A. They are very expensive in management effort and time.

Q. How many assessment centers can OC afford?  
This is the central question to which an answer is needed.

Q. At what level should OC use the assessment center method--top of the CEL? --other?

25X1A 3. (C) [REDACTED] responded that the effectiveness  
25X1A of assessment centers is not questioned, the questions left  
unanswered by [REDACTED] are the ones which must be  
addressed--can we afford it? At what level? [REDACTED] 25X1A  
asked why we should use assessment centers if there were no  
surprises as the result of the four centers conducted over  
the past year.

4. (C) In the discussions which followed, [REDACTED] 25X1A  
said that he had been personally surprised at the outcome  
in two cases. As a result of one of these surprises he was  
able to contribute to feedback on deficiencies which should  
be corrected by recommended training. The possibility was  
discussed of using the assessment center as part of selection  
of personnel to enter Panel "O". The difficulty and expense  
of using the center was also mentioned.

25X1A 5. (U) [REDACTED] concluded: There is an option on use  
and, if used, the appropriate yearly number. Sheer numbers  
dictate that use of assessment centers below the GS-13 level  
is impractical. Since there is no general agreement among  
25X1A OC managers, [REDACTED] will make the decision.

[REDACTED] 25X1A  
Secretary

25X1A APPROVED:

[REDACTED]  
Director of Communications

6-10-77

Date

Distribution:

1 - Each Exec Board Member